



Total Compensation Philosophy

OVERVIEW

Xavier University is a Jesuit Catholic institution deeply committed to our mission and values. These values constitute the foundation for our identity and guide the way we approach all things. Fundamentally, Xavier is a non-profit educational institution that focuses on providing an excellent and transformative educational experience so that our students are shaped by our Jesuit mission and identity, and our alumni truly become men and women for others. Xavier also affirms that those who serve the institution, including faculty, staff, and administrators, are ultimately the ones responsible for fulfilling our mission and achieving our goals. This acknowledgement then provides the basis for our total compensation philosophy.

VALUES

A number of specific Ignatian values apply to all areas of our work, and to the context for employment and compensation at Xavier. These include:

Rigor

Originating directly from the founding work of St. Ignatius of Loyola, an ethic of work – both in service to others and in developing and realizing our human gifts – has been a fundamental value of the Jesuits. This value applies to those who work for and serve Xavier and support our mission. The standards for working at Xavier are therefore substantial, both in the quality of individuals who are hired as well as the work that they perform in their respective roles.

Magis

The word Magis refers to the greater, the more. The people of Xavier incorporate this philosophy into their work by seeking to serve Xavier and our students in the fullest way possible, and by continuing to seek ways of improving ourselves and the way we serve society.

Responsibility

Xavier serves society by providing education to the citizens and leaders of tomorrow. Former Superior General Peter Hans Kolvenbach, SJ noted that the measure of a Jesuit university lies in who their graduates ultimately become. In order to provide access to a Xavier educational opportunity and to do so in a way that reflects a reasonable cost to students, the University is committed to acting in a responsible manner in order to maintain a high quality educational experience and simultaneously an effective and efficient operational and cost structure. This is reflected in Xavier's attention to an appropriately-sized workforce of highly competent individuals who are compensated fairly and in a comprehensive way.

Respect

Xavier's culture is intended to embody the value of respect among all people. This is demonstrated in the way that faculty and staff are hired, led, treated, and compensated. We uphold the principles of equal employment opportunity, diversity, and inclusion. Respect and compassion are woven into the fabric of everything we do, including our working environment.

Cura Personalis

One of the most fundamental elements of Jesuit mission and identity is cura personalis – care for the whole person. Xavier is committed to providing a quality work environment that acknowledges the needs of the whole person. This is demonstrated in our total compensation philosophy, as well as Xavier’s acknowledgment of a work-life integration for all.

Justice

Within the context of our mission and identity, operational needs, and external environment, Xavier is committed to providing our faculty, staff, and administrators with a quality working environment and a fair comprehensive classification and compensation structure.

Reflection and Discernment

Xavier cares deeply for its faculty and staff, the services they provide, and the contributions they make in support of our mission. As a result, Xavier’s approach to total compensation is based on careful and thoughtful reflection, planning, and action. We utilize all available information, combined with careful analysis and planning, culminating in sound practices with regard to total compensation for our employees.

GUIDING PRINCIPLES

As an expression of its Jesuit Catholic mission, Xavier University maintains a comprehensive compensation program which recognizes the dignity of each person and is directed at attracting, retaining, and rewarding an accomplished and diverse faculty and staff. The total compensation program (salary and benefits [e.g., medical, tuition remission, retirement, vacation, professional development,]), policies and practices are grounded in the following guiding principles:

- Xavier’s compensation system both aligns with and simultaneously exemplifies our overall mission, strategies, and plans. Compensation policies and procedures support our mission, identity, vision, values, goals, and long-term direction.
- Xavier’s compensation system is competitive within the relevant markets for faculty, and staff, and equitable based on job responsibility and performance.
- Xavier’s compensation system ensures good and enduring stewardship of resources, both human and financial.
- Xavier’s merit-based compensation is an important component of our faculty and staff’s salary progression and is dependent upon performance. This feature of our compensation system provides the capability to recognize outstanding performance.
- Xavier strives to ensure that compensation decisions are made as objectively as possible. Our compensation system will be supported by reliable market data, reviews for internal equity, and performance evaluations.